



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
DA SECRETARIAT FOR SENIOR ENLISTED SELECTION BOARDS
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REPLY TO
ATTENTION OF

AHRC-PDV-SEB

21 February 2008

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, Commandant, US Army Transportation Support Center and School, Fort Eustis, VA 23604

SUBJECT: Career Management Field (CMF) 88 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 29 January 2008, subject: Memorandum of Instruction for the FY08 Sergeant First Class Promotion Board.
2. In accordance with the reference memorandum, the selection board panel reviewing records for CMF 88 submits this review and analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment of Promotion Zone. Overall, the Noncommissioned Officer (NCO) records considered for this promotion board allowed board members to select the best qualified NCOs for promotion to Sergeant First Class (SFC). The best qualified continued to meet the career path gates of their CMF. Other factors that contributed to strengthening the Soldier's file included his/her duty position; performance in leadership position; overall potential; current photo; physical fitness and bearing; military and civilian education levels and military awards and honors.
 - a. Performance and potential. A variety of challenging and high risk assignments in the current grade with exceptional ratings with justified comments was viewed as strengthening the Soldier's file. NCOERs duty descriptions and bullet comments must continue to be scrutinized for validity and justification; keep in mind, comments must be clear, concise, measurable, achievable and understood by all readers. Senior raters must ensure that their written comments and rating are consistent, i.e. when a senior rater state, "Promote this NCO in the secondary zone "and then marks them 2 in the performance and 2 in potential. These inconsistent ratings and comments send very mixed signals to the board members. This method often made it difficult for a board member to evaluate the file in an efficient manner in terms of Soldier "performance", "leadership" and "potential".

b. Utilization and assignments. Favorable consideration was given to the NCOs who sought the tough jobs in their CMF; for example, Platoon Sergeant or Squad Leader for a Warrior Transition Unit, Logistical NCO Trainer, Chauffeur, NCOA Instructor /Writer, and Rear Detachment NCO. A few key positions outside the CMF included Drill Sergeant, Recruiter, etc. NCOs who had served in a variety of challenging and diverse positions (specifically identified by proponents) both in the operational and TDA environments in the current grade and in some instances in a Skill Level 40 or 50 often had a competitive edge. NCOs who remained in positions outside their career progression for an extended period of time were viewed less favorably by the board.

c. Training and Education. NCOs who continued to pursue both military and civilian educational opportunities were favorably considered in the evaluation process. A large number of NCOs either had pursued an Associates Degree or already attained it and continue to pursue a Bachelor Degree or higher; this was more prevalent in the 88M series more than the remaining CMF. Performance in NCOES was given favorable consideration during the board process. NCOs, who exceeded the standards were viewed favorably by the board.

d. Physical Fitness. Based on the NCOERs, the majority of NCOs appeared to be within the standards of AR 600-9 and achieved the Army goal or earned the physical fitness badge. APFT badges seemed to be more widespread in the 88M series. Board members considered this area as a strong point in the file when NCOs consistently scored 270 or higher on their NCOERs. Conversely, the board viewed some NCOERs and photos that portrayed the NCO exceeding the height and weight standards by 30 lbs or higher, but met the standards of AR 600-9. To further degrade this situation, many of these situations depicted and increase in height and weight from one report to another and the photo was several years old or missing.

e. Overall career management. Overall, CMF 88 is effectively managed based on a significant amount of NCOs serving in diverse and challenging leadership positions.

4. CMF Structure and career progression assessment.

a. MOS Compatibility within CMF. While leadership skills and application of automation systems within the Transportation force have significant similarities, and it lends itself the ability to cross train across the 88 CMF.

b. Suitability of standards and grade structure. Given the criticality of the key positions of Squad Leader, Section Sergeant, Platoon Sergeant, and Operation Sergeant, particular attention must be given to ensuring candidates are equitably afforded the opportunity to serve, develop and demonstrate their potential in these assignments. Providing these opportunities equitably before a candidate enters the primary zone is difficult. Competing critical assignments such as Recruiter's and Drill

Sergeant's within the generating and operating forces place a premium on timely service in these PMOS positions.

c. Assignment and Promotion opportunity. Given the criticality of the key positions of Platoon Sergeant or Squad Leader for a Warrior Transition Unit, Logistical NCO Trainer, Chauffeur, NCOA Instructor/Writer, etc., particular attention must be given to ensuring candidates are equitably afforded the opportunity to serve, develop and demonstrate their potential in these assignments. Providing these opportunities equitably before a candidate enters the primary zone is difficult. Competing critical Army assignments such as Recruiter's and Drill Sergeant's within the generating and operating forces place a premium on timely service in these PMOS positions. Given the time-in-grade (TIG) requirements to be considered in the primary zone for SFC, a 24-36 month assignment outside the critical billets within the first two years as a SSG will hamper his potential to be highly competitive in the primary zone.

d. Overall health on the CMF. Overall assessment of the CMF is strong. The members were impressed with the high quality, potential, and competitiveness of the CMF 88s serving across the spectrum of assignments.

5. Recommendations.

a. Competence. Competence as reflected in an NCOER should focus on MOS related accomplishments. Too often, raters highlighted excellent remarks only as a result of an additional duty or schooling. Although good supporting information, the board expects NCOs to perform competently within their MOS and the resulting assessment is reflective of those accomplishments.

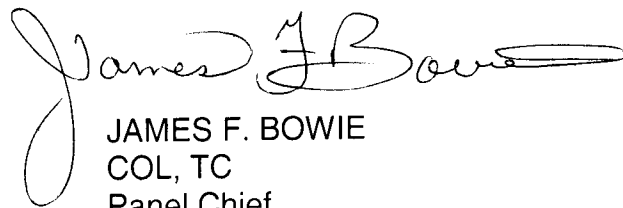
b. CMF structure and career progression. After review the board found that career developing opportunities and progression assignments were fair and equitable across the 88 CMF.

c. Other. The Army must take time to coach, teach, and mentor their NCOs on the proper preparation of well written NCOERs for their subordinates. Senior NCOs will be deciding the future of tomorrow's senior NCO Corps with the reports they write on today's junior NCOs.

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6. CMF Proponent packets. Packets were very detailed, easy to read and follow by all board members (including Aviation Panel Members). The attached memorandum provided by the Regimental Command Sergeant Major was very helpful and informative in providing a clear focus/vision for the overall management of the 88 CMF, specifically the 88 CMF Career Map IAW AR 600-25.



JAMES F. BOWIE
COL, TC
Panel Chief